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Executive	7
74-CIA/2	

MEMORANDUM FOR: Deputy Director for Operations
 FROM : Director of Central Intelligence
 SUBJECT : Employment of Women at Grades GS-11 and Above [redacted] 25X1
 REFERENCE : Your memorandum, same Subject, dated 26 December 1978

1. I applaud the efforts you are making to enhance the development of your women officers. The opportunities being provided to the junior and mid-professional ranks should certainly produce results in the future. However, I remain concerned over the length of time it will take to develop a cadre of women for senior positions and the fact that the number of black women in that cadre would be minimal. [redacted] 25X1

2. The difficulties of recruiting an operations officer at a mid or senior level are obvious. However, I consider this effort, honestly applied, a valid means of gaining skills and expertise in areas vital to the success of our mission. The specialist categories (C and E) also provide an opportunity for outside hire. These areas include information processing, programs and plans officers and computer specialists -- positions where the primary selection criteria is skill rather than Agency or operational experience. Persons with proven skills in one of these specialized areas should be competitive in the panel evaluations. [redacted] 25X1

3. I urge you to continue to seek innovative ways to increase the ranks of senior women, including the use of outside hires and to include these ideas in the "20-5-2" plan which you are required to submit as a part of the EEO Plan. [redacted] 25X1

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